# Ministry of Agriculture

# 2017/18 – 2019/20 SERVICE PLAN

February 2017

BRITISH COLUMBIA

For more information on the British Columbia Ministry of Agriculture, see Ministry Contact Information on Page 19 or contact:

**Ministry of Agriculture:**
PO BOX 9120
STN PROV GOVT
VICTORIA, BC
V8W 9B4

or visit our website at
*http://www.gov.bc.ca/agri/*

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# Minister
# Accountability Statement

The *Ministry of Agriculture 2017/18 - 2019/20 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Norm Letnick
Minister of Agriculture

February 7, 2017

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# Purpose of the Ministry

The Ministry of Agriculture (the Ministry) is responsible for the production, marketing, processing and merchandising of agrifood and seafood products; the institution and carrying out of advisory, research, promotional, sustainability and adaptation, food safety or plant and animal health programs, projects or undertakings relating to agrifood and seafood; and the collection of information and preparation and dissemination of statistics relating to agrifood and seafood. The legal and regulatory environment that guides the work of the Ministry includes 30 statutes which relate wholly or primarily to the Ministry. A complete list of legislation for which the Ministry is responsible is available at: *http://www.bclaws.ca/civix/document/id/amr/amr/1135179498*

**Ministry Vision:**

An innovative, adaptive and globally competitive agrifood and seafood sector valued by all British Columbians.

**Ministry Mission:**

Cultivate a competitive and socially responsible agrifood and seafood sector.

# Strategic Direction and Context

## Strategic Direction

The *BC Agrifood and Seafood Strategic Growth Plan* sets out actions in three key areas of priority to help grow BC's agrifood and seafood sector: increasing production, driving competitiveness, and building markets. The agrifood and seafood sector includes agriculture, fisheries, aquaculture and food and beverage processing. This plan addresses key challenges and opportunities facing the sector including achieving economic growth, adapting to climate change and maintaining a secure food supply.

The Ministry's operations are guided by the Minister of Agriculture's *Mandate Letter* and the *Province of British Columbia Strategic Plan 2015/16 - 2018/19*, in which the agrifood and seafood sector is featured. The Ministry, the Agricultural Land Commission and the Farm Industry Review Board must operate under the *Taxpayer Accountability Principles* – cost-consciousness, accountability, appropriate compensation, service, respect, and integrity – to ensure that decisions that are made reflect the priorities and values of government and the citizens of BC

In 2017, BC will negotiate the *Next Policy Framework* - an agriculture policy framework that leads to a five year federal-provincial/territorial 60:40 cost-shared funding agreement between BC and the federal government. This agreement is significant for the Province and the agrifood sector as it helps us to achieve our agriculture economic goal of $15 billion in annual revenues by 2020, as well as supporting progress on broader provincial priorities.

## Strategic Context

BC has an enviable reputation as a leader in the production and processing of a wide range of safe, high-quality agrifood and seafood products, and enjoys a strong local domestic market driven by the largest population of the four western provinces. The Ministry works collaboratively with BC's agrifood and seafood industry to improve the sustainability and security of BC's food supply by improving production methods, enhancing biosecurity measures, and ensuring the highest standards in animal care and food safety.

BC's agrifood and seafood sector is the most diverse agrifood and seafood sector in Canada. BC produces over 200 agriculture commodities and 100 seafood species while other provinces' sectors are often characterized by higher concentration of production in a few key commodities (e.g. canola in Saskatchewan, dairy in Ontario). BC's agrifood and seafood sector is also characterized by a high concentration of small and medium-sized farm enterprises, with about 20,000 farms and 2,500 food and beverage processing enterprises. This diversity means BC's sector is insulated from shocks to the production of or demand for any single commodity.

BC agrifood and seafood annual revenues reached $13 billion in 2015, up 18% since 2011. The BC agrifood and seafood sector also provides stable jobs to 57,000 (2015) or 63,000 (2016) British Columbians and is a top producer of key commodities, including farmed salmon, blueberries, mushrooms, greenhouse vegetables, nursery and floriculture. Food and beverage processing is BC's second largest manufacturing sector and accounts for nearly 70 per cent of total combined annual agrifood and seafood sector revenues which in turn contributes $4.3 billion to BC's gross domestic product (GDP). BC's agrifood and seafood sector ranks third in Canada in total business research and development (R&D) expenditures, with almost $42 million invested since 2012.

In 2015, BC agrifood and seafood export value reached an all-time high of $3.5 billion, a 45% increase from 2011. BC's agrifood and seafood sector target more than 150 markets, maintaining access and a competitive advantage in these global markets through quick responses to changing market opportunities, innovation, including new product development, and establishing and servicing niche markets.

# Goals, Objectives, Strategies and Performance Measures

The Ministry's service plan is organized around three long-term goals:

- ***Goal 1***: Economic growth and diversity throughout the agrifood and seafood sector;
- ***Goal 2***: An environmentally sustainable agrifood and seafood sector; and,
- ***Goal 3***: Community and social well-being are enhanced by responsible agrifood and seafood sector practices.

The Ministry is committed to supporting government's strategic priorities for a strong economy and a secure tomorrow, as laid out in the Minister of Agriculture's *BC Agrifood and Seafood Strategic Growth Plan*, the Minister's *Mandate Letter* and the current *Province of British Columbia Strategic Plan 2015/16 – 2018/19*. The strategic priorities have been consolidated and reflected in this service plan.

Through the implementation of the *Taxpayer Accountability Principles*, the Ministry is strengthening cost management capabilities and fostering a principled culture of efficiency and accountability at all levels to ensure that this service plan is delivered in a way that best serves the public interest.

## Goal 1: Economic growth and diversity throughout the agrifood and seafood sector.

### Objective 1.1: Increase agrifood and seafood production.

BC's agrifood and seafood producers benefit from a number of attributes, including a mild climate and extended growing season in many regions, an international reputation for food safety and quality, strong domestic markets and proximity to many export markets. These competitive advantages place BC in a strong position in the event of possible future disruptions to food supply systems. Increasing production of our wide range of products, introducing new products and increasing the value of market sales, will increase the sector's revenues and create jobs for British Columbians.

### Strategies

- Continue to implement the *BC Agrifood and Seafood Strategic Growth Plan*, developed in collaboration with the sector through the *Minister's AgriFood Advisory Committee*. Implementation will help increase sector revenues.

- Implement *BC's Seafood Strategy* to maximize the aquaculture, commercial, and marine recreational fisheries to support a diversified economy while balancing environmental sustainability objectives.
- Work with the Ministry of Forests, Lands, and Natural Resource Operations, private landowners, local governments and industry to develop and implement approaches that will increase and intensify production on unused and underutilized land.
- Provide strategic business development leadership and build business management awareness, market intelligence, and capacity within the agrifood and seafood sector.
- Continue delivery of the sustainable, long-term *Tree Fruit Replant Program* that supports grower's efforts to meet consumer demands for high-value, high-quality fruit.
- Create and implement a provincial forage plan to increase the quality and quantity of forage for regional and export markets.
- Continue to use buy local programing and industry partnerships to promote local agrifood and seafood production and recognition.
- Continue to work with stakeholders and other ministries to ensure that Provincial policies and programs relating to wildlife management and losses due to wildlife-agriculture conflicts are effective.
- Continue to work with the *Agricultural Land Commission* and the *BC Farm Industry Review Board* to maintain the performance and accountability regime that is in compliance with the *Taxpayer Accountability Principles*.

## Performance Measure 1: Annual revenue through sales in the agrifood, seafood, and processing sectors ($ Billions).

| Performance Measure | 2015 Baseline | 2016 Forecast | 2017 Target | 2018 Target | 2019 Target |
|---|---|---|---|---|---|
| Agriculture | 3.08 | 3.19 | 3.31 | 3.39 | 3.46 |
| Seafood | 0.87 | 0.91 | 0.93 | 0.96 | 0.98 |
| Food and Beverage Manufacturing | 9.09 | 9.43 | 9.79 | 10.00 | 10.22 |
| Total Annual Projected Revenue* | 13.03 | 13.52 | 14.04 | 14.34 | 14.66 |

Data Source: Statistics Canada, Cansim Tables 002-0001 and 003-0001 and adapted from Cansim Table 304-0015. Forecast and Targets – BC Ministry of Agriculture

*Note: Totals may not add due to rounding

## Discussion

This performance measure reflects the objective of achieving economic growth and aligns with the Ministry's *BC Agrifood and Seafood Strategic Growth Plan*, and the previous strategy: *BC Agrifoods: a strategy for growth*. This measure shows growth in annual revenues by the agrifood and seafood sector by monitoring growth in the value of farm cash receipts for crops and livestock, the landed value of seafood, and the estimated value of shipments from BC food and beverage processors. Targets are based on the average annual rate of change in revenues. Since these revenues are driven by market conditions, they are not wholly under the Ministry's control.

In 2016, the forecast revenues for the agrifood and seafood sector are higher than those realized in 2015. These increases reflect the rises in both average prices and harvest levels for many agrifood and seafood commodities. The 2017 – 2019 targets, if achieved, would see the agrifood industry revenues reach the *BC Agrifoods: a strategy for growth* goal of $14 billion in sectoral revenues by 2017 and create a strong foundation for achieving the *BC Agrifood and Seafood Strategic Growth Plan* goal of $15 billion in annual sector revenues by 2020.

## Objective 1.2: Drive competitiveness of the agrifood and seafood sector.

The Ministry encourages growth in the agrifood and seafood sector through programs that foster innovation, including the development of new products and agri-technologies, competitiveness and improved market access. The Ministry works with industry to identify opportunities and take calculated and balanced risks that create value, increase efficiencies and reduce costs which enhance the viability of agrifood and seafood businesses. In supporting innovation projects, the Ministry also works toward maximizing the return on investment (ROI). The ministry has analyzed project returns and currently estimates project ROIs at 6:1; $6 dollars of revenue generated for every $1 of program spending.

## Strategies

- Promote the maximization of commercialization opportunities based on market demand, research and industry capability by, encouraging industry to increase production and commercialization of higher margin products for fast growing markets and, encouraging processing capacity growth.
- Enable industry to identify, reduce, and manage risk to improve access to capital and enable investment.
- Promote one portal access to government services and ensure that Ministry of Agriculture services are easily accessed by British Columbians and agrifood and seafood sector businesses.
- Participate in and support labour market initiatives by promoting the sector's interests and encouraging industry to leverage labour partnerships, labour training, youth employment, seasonal agriculture workers and temporary foreign worker programs and by identifying and implementing opportunities to support succession planning.

## Objective 1.3: Build markets for agrifood and seafood products at home, across Canada, and internationally.

The Ministry encourages the growth of the agrifood and seafood sector through programs, policies, and trade agreements that develop markets and improve market access. Expanding domestic, interprovincial and international marketswillensure sustainable, long-term growth for BC.'s agrifood and seafood sector, contribute to economic growth and continued job creation across the province.

### Strategies

- Work with industry and government partners to implement an international marketing strategy that guides market development and trade access priorities and continues to build on the province's export successes.
- Provide supports and resources to help producers and processors in capitalizing on new domestic and international market opportunities.
- Deliver market development initiatives to expand export sales of BC's agrifood and seafood products to international markets, including the U.S.,China, Japan, Korea and Hong Kong.
- Implement the Ministry's interprovincial trade strategy in an effort to break down barriers for BC agrifood and seafood products in other provincial markets (e.g. pursue agreement from all Canadian provinces on direct-to-consumer shipments of wine). The Ministry of International Trade will continue to be a key partner in these efforts.
- Provide BC's agrifood and seafood sector with timely information, market data, and market intelligence reports to identify trends and opportunities for proactive planning in the sector.
- Work with industry to promote local agrifood and seafood through buy local initiatives.
- Support access to retail for local producers and processors.
- Provide an online BC Agrifood and Seafood Export-Ready Business Catalogue in English, Chinese, French, Japanese and Korean to help facilitate the development of new trade relationships between BC exporters and foreign buyers.

### Performance Measure 2: Annual Value of Agrifood and Seafood Exports ($ Billions).

| Performance Measure | 2015 Baseline | 2016 Forecast | 2017 Target | 2018 Target | 2019 Target |
|---|---|---|---|---|---|
| Annual Value of Agrifood and Seafood Exports | $3.50 | $3.51 | $3.52 | $3.53 | $3.54 |

Data Source:Statistics Canada, CATSNET Analytics

### Discussion

In 2015, BC exported $3.5 billion worth of agrifood and seafood products. This performance measure tracks BC agrifood and seafood exports to more than 150 markets, including those destined for BC's top five markets; the United States, China, Japan, Hong Kong and South Korea.

## Goal 2: An environmentally sustainable agrifood and seafood sector.

### Objective 2.1: Encourage sustainable management of British Columbia's soil, water and air resources to reduce the sector's impact on the environment.

The Ministry supports the agrifood and seafood sector to proactively address environmental risks and the impacts of climate change.

## Strategies

- Provide programs and activities that identify and address critical agricultural environmental issues and enable adoption of Beneficial Management Practices supporting environmentally responsible production.
- Encourage innovations that reduce the environmental impact of agrifood and seafood production, including reducing air emissions and improving the management of processing byproducts.
- Implement a nutrient management strategy for selected regions and industry sectors.
- Further development of nutrient management programming and services to reduce greenhouse gas emissions, as a component of BC.'s Climate Leadership Plan.
- Further development of nutrient management programming and services to reduce greenhouse gas emissions to:
    - Expand trials to develop and demonstrate nutrient management best practices to the agriculture industry;
    - Increase funding to the sector to implement Beneficial Management practices that will promote better nutrient management and further reductions in GHG emissions; and
    - Scale up monitoring of nutrient management benefits and developing longer term performance indicators to measure their success.
- Respond to farm practice complaints and address emerging environmental impacts from farming activities.

## Performance Measure 3: Cumulative and Annual Number of Environmental Farm Plans Completed.

| Performance Measure | 2015/16 Baseline | 2016/17 Forecast | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---|---|---|---|---|---|
| Cumulative number of Environmental Farm Plans | 4,458 | 4,658 | 4,858 | 5,058 | 5,258 |
| Annual number of Environmental Farm Plans completed | 294 | 225 | 200 | 200 | 200 |

## Discussion

This measure provides an indication of the response of farmers to environmental opportunities and risks on their farms. An Environmental Farm Plan is a voluntary, confidential assessment of opportunities to enhance environmental operations on BC farms and ranches.

An assessment is conducted by the farm/ranch operator with the assistance of a trained planning advisor. The performance measure is the cumulative number of completed Environmental Farm Plans. These assessments are a prerequisite to accessing funding to implement Beneficial Management Practices targeted at specific agri-environmental situations.

## Objective 2.2: Encourage sustainable agrifood and seafood management practices that contribute to effective adaptation to climate change.

The Ministry supports the efforts of industry to develop innovative products, tools and processes to reduce and mitigate greenhouse gas emissions and adapt to climate change.

### Strategies

- Participate in the development of regionally appropriate water and land management strategies with local government and industry.
- Promote research and development to capitalize on opportunities for BC's agrifood and seafood sector that climate change conditions will bring.
- Work with industry, local governments and other partners to increase the capacity of BC farmers to adapt to climate change, and weather-related production risks and impacts as committed in the *Agrifood and Seafood Strategic Growth Plan*.
- Support the implementation of BC's *Climate Leadership Plan* and the *Pan-Canadian Framework on Clean Growth and Climate Change*.
- Address critical agricultural-environmental issues and enable the adoption of Beneficial Management Practices, including the development of regionally appropriate water management strategies with local government and industry.

### Performance Measure 4: Number of Climate Adaptation Projects Completed.

| Performance Measure | 2015/16 Baseline | 2016/17 Forecast | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---|---|---|---|---|---|
| Cumulative number of regional adaptation projects and farm-level adaptation projects completed | 19 | 26 | 45 | 50 | 55 |
| Annual number of projects completed | 9 | 7 | 19 | 5 | 5 |

Data Source: BC Agriculture and Food Climate Action Initiative.

1. Includes projects funded through Growing Forward 2 (GF2), a five-year federal-provincial-territorial initiative that commenced in 2013/14.
2. 2018/19 and 2019/2020 targets assume continuation of climate adaptation programming in the next federal-provincial-territorial policy framework.
3. 2017/18 target (19) includes completion of multi-year projects in final year of GF2. 2018/19 and 2019/20 targets reflect commencement of projects in a new five-year funding cycle.

### Discussion

In addition to supporting achievement of BC.'s greenhouse gas reduction targets through the Climate Leadership Plan, the Ministry is taking significant action to support the agriculture sector's adaptation to climate change. This measure provides an indication of BC's progress in building agricultural adaptive capacity to climate change risks and it consists of projects that flow from multi-partner regional adaptation strategies and the Farm Adaptation Innovator Program. The regional adaptation and farm-level projects are being delivered collaboratively by industry, local governments and other partners through the *BC Agriculture & Food Climate Action Initiative*. The initiatives are supported

by and delivered through the BC Agricultural Research & Development Corporation and the Investment Agriculture Foundation.

Regional adaptation strategies are being developed for key agricultural regions of BC. Strategies have been developed for the Cowichan, Delta, Peace, Cariboo, Fraser Valley and Okanagan regions. Priority actions from the strategies are developed into projects that provide collaborative solutions to regional issues and project examples to date include: farm-level toolkits and manuals; producer decision support tools; and projects that address specific adaptation concerns.

The Farm Adaptation Innovator Program supports projects at a farm level to pilot, demonstrate, and share knowledge about farm practices and technologies that reduce weather related production risks.

It is common for regional adaptation projects and farm-level projects to be delivered over multiple years to accommodate their large scope, multi- stakeholder nature, or need to include multiple production cycles.

## Goal 3: Community and social well-being are enhanced by responsible agrifood and seafood sector practices.

### Objective 3.1: Promote positive relationships to facilitate sustainable agrifood and seafood production.

Agrifood and seafood activity depends on good relations with local government and community members. For example, with only 1.5 per cent of British Columbians living on farms, it has become increasingly important for local governments to keep in touch with farm and ranch communities to help facilitate support for the agricultural sector.

Preservation of agricultural land in British Columbia is the number one priority and overseen by the Agricultural Land Commission. The Ministry supports the Agricultural Land Commission's work by promoting a positive urban/agricultural environment to ensure farmers can continue to farm in farming areas.

### Strategies

- Promote a positive regulatory climate with local governments to support the agrifood and seafood sector across BC, in part by establishing standards to guide local government bylaw development.
- Work with the ALC to preserve agricultural lands, while creating new economic opportunities for farming families.
- Support local governments and their subcommittees in planning for, and promoting, the agrifood and seafood sector in their jurisdictions.
- Work with industry to promote local agrifood and seafood through buy local initiatives.

- Support quality certification programs that provide industry with a competitive edge, enhance sustainability, and encourage the use of BC inputs in food and beverage processing (e.g. the Golden mile wine appellation, and regulating the use of the term 'organic' when marketing food and beverage products).
- Support access to retail for local producers and processors.
- Support and deliver on activities contributing to sustainable agriculture business development in First Nations communities.
- Support *4-H British Columbia* through delivery of projects, training, workshops and resources to provide youth with current information on the BC agriculture industry, farm safety, animal care, sustainable agriculture practices and other issues facing agriculture.

## Performance Measure 5: Hectares of Agricultural Land Use Inventories.

| Performance Measure | 2015/16 Baseline | 2016/17 Forecast | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---|---|---|---|---|---|
| Cumulative hectares (Ha of Agricultural Land Use Inventories[1] | 2.0M Ha | 3.0M Ha | 3.5M Ha | 3.9M Ha | 4.3M Ha |
| Hectare of Agricultural Land use Inventories completed per year | 0.2M Ha | 0.1M Ha | 0.5M Ha | 0.4M Ha | 0.4M Ha |

Data Source: Ministry of Agriculture

## Discussion

This measure describes the collection of comprehensive data about land use and land cover on lands associated with agriculture and agricultural potential. Agricultural Land Use Inventories (ALUIs) generate a wealth of information for the sector. ALUI data:

- Informs the development of agriculturally supportive bylaws that support the economic development of the sector;
- Enables accurate monitoring of changes in land use patterns and practices and estimation of farm vacancy rates and potential farming expansion;
- Drives predictive models, such as the Agricultural Water Demand Model (AWDM) and Air Emission Model. The AWDM provides information necessary to establish agriculture water reserves under the new Water Sustainability Act.
- Improves our understanding of climate change impacts and associated risks and opportunities.
- Provides background information for a wide range of local government land use planning;
- Advises emergency response for environmental disasters and animal health events.

Each ALUI project utilizes a unique mix of partnerships and resources, depending on the interest in project and the identified need for the data. Local governments, nonprofit organizations, and community interest groups often provide support for projects in their local areas.

## Objective 3.2: Protect animal, plant and human health.

The Ministry, in partnership with federal, provincial and local government agencies, delivers services and initiatives to effectively manage food safety, plant, fish and livestock health risks protecting public health and maintaining consumer confidence domestically and internationally.

### Strategies

- Continue to work with government and industry groups to identify and implement traceability and biosecurity strategies that will reduce the risk of animal disease outbreaks.
- Engage industry and other federal and provincial agencies to update the BC Foreign Animal Disease Emergency Support Plan.
- Promote industry adoption of initiatives to enhance biosecurity in BC
- Continue to work with industry, Federal, Provincial, and local government agencies to ensure effective coordination to critical disease control responses for both plants and animals.
- Maintain provincially operated veterinary and plant diagnostic laboratories for the timely and accurate diagnosis of production limiting, foreign and new and emerging diseases and pests.
- Implement and deliver comprehensive provincial-level programs for animal, fish and plant health that manage the risks of animal and fish disease, plant pests and invasive species and contribute to national programs.
- Implement an evidence informed food safety framework that tailors food safety programs and services to support the agrifood and seafood sector's implementation of nationally and internationally recognized food safety systems and practices.
- Maintain provincially operated, cost-effective inspection programs for meat, dairy plants and seafood to ensure regulatory compliance of provincially licensed operations.
- Enforcement of unlawful slaughter of animals intended for human consumption, as well as unlawful seafood processing.
- Deliver plant health management and integrated pest management programs and services to promote healthy and viable crops.
- Advise growers on integrated pest management practices.
- Provide training for safe and appropriate use of pesticides and enable the registration of pesticides.
- Work across provincial agencies and with industry to identify options to address and reduce Salmonella Enteritidis in the poultry and egg population in BC.
- Provide financial incentives through cost-share funding to implement practices and systems, such as livestock tag reading infrastructure, to address market and regulatory demands.

### Performance Measure 6: Number of Livestock Farm and Co-mingling Sites Registered in BC Premises Identification Program.

| Performance Measure | 2015 Baseline | 2016 Actuals | 2017 Target | 2018 Target | 2019 Target |
|---|---|---|---|---|---|
| Number of livestock farms and co-mingling sites registered in BC Premises Identification Program | 2,303 | 2,754 | 3,220 | 3,690 | 4,160 |

## Discussion

The BC Premises Identification (BCPID) Program is one of the pillars of livestock traceability and links livestock and poultry to land locations or premises. The BCPID Program was established to support the planning, control and prevention of foreign animal diseases outbreaks, such as Avian Influenza in poultry or Bovine Tuberculosis in livestock. BCPID is also used as an early warning system to notify animal owners of an emergency such as flood or fire that could affect their animals or operations. The majority of regulated pork, poultry and dairy cattle premises have been registered through collaboration with industry boards and associations. Among non-regulated producers, the Ministry is using a range of strategies to encourage voluntary registration, including collaboration with commodity associations and streamlining the application process.

Several factors, such as market and regulatory demands, are expected to cause a significant increase in registration rates. In preparation for this influx of registrations, a more sophisticated premises identification system which will enable livestock operators to quickly register their premises online was launched in March 2016.

# Resource Summary

| Core Business Area | 2016/17 Restated Estimates[1] | 2017/18 Estimates | 2018/19 Plan | 2019/20 Plan |
|---|---|---|---|---|
| **Operating Expenses ($000)** | | | | |
| Agriculture Science and Policy | 16,455 | 16,343 | 16,536 | 16,536 |
| Business Development | 40,202 | 43,089 | 43,299 | 43,299 |
| BC Farm Industry Review Board | 1,206 | 1,214 | 1,233 | 1,233 |
| Executive and Support Services | 6,996 | 6,764 | 6,773 | 6,773 |
| **Sub-Total** | **64,859** | **67,410** | **67,841** | **67,841** |
| Agricultural Land Commission | 4,524 | 4,549 | 4,579 | 4,579 |
| Production Insurance Special Account (Net)[2] | 12,000 | 13,200 | 13,200 | 13,200 |
| **Total** | **81,383** | **85,159** | **85,620** | **85,620** |
| **Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)** | | | | |
| Executive and Support Services | 1,168 | 540 | 540 | 540 |
| **Total** | **1,168** | **540** | **540** | **540** |

Notes:

[1] For comparative purposes, amounts shown for 2016/17 are consistent with the presentation of the 2017/18 Estimates.

[2] Production Insurance Special Account increases of $1.2million in 2017/18 for increased insurable value and policy sales.

Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates

# Appendices

## Appendix A: Ministry Contact Information

**Ministry of Agriculture:**
P.O. Box 9120 STN PROV GOVT, Victoria BC, V8W 9B4
Ph.: (250) 387-5121

**Agriculture Science and Policy Division:**
Ph.: (250) 356-1821, Fax (250) 356-7279

**Business Development Division:**
Ph.: (250) 356-1122, Fax (250) 356-7279

**Ministry of Agriculture - Regional Offices:**

**Abbotsford**
1767 Angus Campbell Road, V3G 2M3
Ph.: (604) 556-3001
Fax: (604) 556-3030
Toll free: 1-888-221-7141
Animal Health toll free: 1-800-661-9903

**Courtenay**
2500 Cliffe Avenue, V9N 5M6
Ph.: (250) 897-7540
Fax: (250) 334-1410

**Cranbrook/Invermere**
635 – 4th Street, Invermere, V0A 1K0
Ph.: (250) 342-4219
Fax: (250) 342-4262

**Creston**
1243 Northwest Boulevard, V0B 1G6
Ph.: (250) 402-6429
Fax: (250) 402-6497

**Dawson Creek**
4th Floor, 1201 - 103rd Avenue, V1G 4J2
Ph.: (250) 784-2601
Fax: (250) 784-2299
Toll free: 1-877-772-2200

**Duncan**
5785 Duncan Street, V9L 5G2
Ph.: (250) 746-1210
Fax: (250) 746-1292

**Fort St. John**
10043 - 100th Street, V1J 3Y5
Ph.: (250) 787-3240
Fax: (250) 787-3299
Toll free: 1-888-822-1345

**Kamloops**
2nd Floor, 441 Columbia Street, V2C 2T3
Ph.: (250) 828-4506
Fax: (250) 828-4154
Toll free: 1-888-823-3355

**Kelowna**
Unit 200 - 1690 Powick Road, V1X 7G5
Ph.: (250) 861-7211
Fax: (250) 861-7490
Toll free: 1-888-332-3352

**Kelowna – Hardy Place**
200 – 1500 Hardy Street, V1Y 8H2
Ph: (250) 712-3797
Fax: (250) 712-3269
Toll free: 1-877-343-2767 (AgriStability)

**Oliver**
Suite 201 - 583 Fairview Road, V0H 1T0
Ph.: (250) 498-5250 or 5251
Fax: (250) 498-4952
Toll free: 1-888-812-8811

**Prince George**
2000 South Ospika Boulevard, V2N 4W5
Ph.: (250) 614-7400
Fax: (250) 614-7435
Toll free: 1-800-334-3011

**Smithers**
3333 Tatlow Road, V0J 2N0
Ph.: (250) 847-6379
Fax: (250) 847-6353
Toll free: 1-888-540-8611

**Vernon**
2501 – 14th Avenue, V1T 8Z1
Ph.: (250) 260-4610
Fax: (250) 260-4602
Toll free: 1-877-702-5585

**Williams Lake**
300 - 640 Borland Street, V2G 4T1
Ph.: (250) 398-4500
Fax: (250) 398-4688
Toll free: 1-800-474-6133

**Agricultural Land Commission**
133 - 4940 Canada Way, Burnaby BC, V5G 4K6
Ph.: (604) 660-7000
Fax: (604) 660-7033
Email: ALCBurnaby@Victoria1.gov.bc.ca
Internet: www.alc.gov.bc.ca

**BC Farm Industry Review Board**
780 Blanshard Street, Victoria BC, V8W 9B5
Ph.: (250) 356-8945
Fax: (250) 356-5131
Email: firb@gov.bc.ca
Internet: www.gov.bc.ca/bcfarmindustryreviewboard

For more information about the Ministry of Agriculture, including full contact information, visit our website at: www.gov.bc.ca/agri

# Appendix B: Agricultural Land Commission

## Purpose of the Commission

The Provincial Agricultural Land Commission (ALC) is the independent administrative tribunal dedicated to preserving agricultural land and encouraging farming in BC. The ALC is responsible for administering the Agricultural Land Reserve (ALR), a provincial land use zone where agriculture is the primary land use taking place on the limited agricultural land base. The ALR is based on the biophysical resource base (soil and climate) where lands are capable of growing crops. As an administrative tribunal operating at arm's-length from government, the ALC is accountable to the legislature through the Minister of Agriculture. Its operations are funded by a vote of the legislature.

In general, an administrative tribunal is a specialized government agency established under provincial legislation to implement legislative policy. The ALC is expected to exercise its role in a non-partisan manner and Commission members must faithfully, honestly and impartially perform their duties.

The work of the ALC is carried out by a provincial government appointed Chair, 6 Vice-chairs and 12 Commissioners from six regions of the province who are collectively the board of directors of the ALC. The board is supported by a centrally located professional staff secretariat.

The ALC's goals, objectives and strategies are guided by its legislative mandate as set out in s.6 and s.4.3 of the ALC Act as noted below, and by the 2016/17 Ministers Mandate Letter. In addition, the ALC operates under the Taxpayer Accountability Principles – cost-consciousness, accountability, appropriate compensation, service, respect, and integrity – to ensure that decisions that are made reflect the priorities and values of government and the citizens of BC.

The ALC's mandate as set out in s.6 of the Agricultural Land Commission Act is:

- To preserve agricultural land;
- To encourage farming on agricultural land in collaboration with other communities of interest; and
- To encourage local governments, First Nations, the government and its agents to enable and accommodate farm use of agricultural land and uses compatible with agriculture in their plans, bylaws and policies.

When exercising its powers in Zone 2 (the North, Kootenay and Interior region) under s. 4.3 of the Agricultural Land Commission Act, the ALC also considers in descending order of priority:

- the purposes of the commission set out in section 6;
- economic, cultural and social values;
- regional and community planning objectives;
- other prescribed considerations.

# Goals, Objectives and Strategies:

## Goal 1: Preserve Agricultural Land and Encourage Farming

### Objective 1.1: Preserve the provincial agricultural land base through comprehensive decision making

Following the implementation of process changes and hiring of additional staff resources in 2016/17, the ALC was able to largely meet the targets set by M072. In the first three quarters of the 2016/17, the ALC made decisions on 339 applications. This included 154 decisions regarding applications received during the fiscal year and 185 decisions for applications received in previous fiscal years (which has effectively eliminated any backlog).

### Strategies

- Consideration of Section 6 of the mandate in all Commission decisions.
- Consideration of Section 4.3 of the mandate in all Commission decisions with Zone 2.
- Consideration of agricultural capability and suitability of lands under application.
- Consideration of the potential impacts on the land base and the agricultural use of the land base with regard to all application requests and land use planning initiatives.
- Timely decision making of application requests.

**Performance Indicator 1: Notification to applicant within 5 business day (once payment is received) that the application is: (a) complete, or (b) not complete and specify what additional information is required.**

| Performance Measure | 2016/17 Forecast | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|
| Notification of Complete Application within 5 business days of receipt of application | 92% | 100% | 100% | 100% |
| Notification of Deficient Application within 5 business days of receipt of application | 92% | 100% | 100% | 100% |

**Performance Indicator 2: Notification to applicants of the ALC decision within 5 business days of the decision being finalized.**

| Performance Measure | 2016/17 Forecast | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|
| Notification of Commission decision within 5 business days of decision being finalized | 100% | 100% | 90% | 90% |

### Performance Indicator 3: Percent of Applications processed within the 60 business day period when application was initiated.

| Performance Measure | 2016/17 Forecast | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|
| Percent of Applications processed within 60 business days. | 78% | 100% | 100% | 100% |

## Discussion

The Commission operates with six regional panels that only include members from the regions where they are making application decisions. The applications considered by the Commission are forwarded for consideration by municipal and regional governments.

On March 3, 2016, by Ministerial Order M072, the Minister of Agriculture provided the ALC with expectations regarding timelines for the processing of applications intended to support the implementation of a continuous improvement process to better serve BC. farmers that took effect April 1, 2016.

The ALC has also initiated the implementation of an online portal that supports the tracking of application status both publicly and for applicants and update of all of the ALC's interpretative policies in response to amendments to the Agricultural Land Reserve Use, Subdivision and Procedure Regulation in 2016/17.

## Objective 1.2: Expand land use planning functions to work with local governments on community planning, major projects and emerging issues.

## Strategies

- Encourage local governments to engage in discussions with the Agricultural Land Commission and planning staff regarding their land use planning processes.
- Encourage local government and other land use agencies to develop agriculturally sympathetic land use planning.
- Review Agricultural Land Reserve boundaries in select areas of the Province with a view to confirming the accuracy and appropriateness of the boundary.
- Become involved in major projects at the early conceptual developmental phase.
- Research and assess emerging issues that impact the agricultural land base.

## Discussion

The Agricultural Land Commission Act mandates the ALC to work with local governments to accommodate and encourage farming on ALR lands. The Agricultural Land Commission Act also requires local governments to ensure its bylaws are consistent with the Agricultural Land Commission

Act. Approximately 147 local governments have land in the ALR making coordinated and collaborative planning with local governments a priority for the ALC.

### Objective 1.3: Ensure a high degree of compliance with the Agricultural Land Commission Act, regulation and orders of the Agricultural Land Commission.

#### Strategies

- Ensure compliance with the Act, regulations and orders of the Agricultural Land Commission based on current resources.
- Follow up on complaints of inappropriate use of Agricultural Land Reserve lands.

#### Performance Indicator 4: Number of inspections conducted under the Agricultural Land Commission Act in response to complaints & referrals received

| Performance Measure | 2016/17 Forecast | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|
| Number of inspections conducted under the *Agricultural Land Commission Act* in response to complaints & referrals received | 230 | 275 | 260 | 260 |

Note 1: Number of Inspections conducted in previous fiscal in response to complaints from the public and referrals received from local governments

#### Discussion

The Compliance and Enforcement (C&E) division receives complaint reports of suspected contraventions, carries out site inspections, investigates alleged contraventions and takes enforcement actions when necessary throughout the ALR in British Columbia..

ALC officials conduct inspections in order to determine compliance with regulatory requirements and conditions of decisions in response to complaints received from the public and referrals from local governments. Many factors influence the frequency and nature of inspections, including severity of actual or potential impacts to agricultural land, the factual circumstances of the alleged contravention, compliance history and available resources.

On March 3, 2016, by Ministerial Order M072, the Minister of Agriculture provided the ALC with expectations regarding the development and execution of a compliance and enforcement system that is supported by additional staff resources and the development of compliance and enforcement framework made available on the ALC's website.

In 2016/17, the ALC was able to hire three new compliance officers and a program assistant to support and enhance the program previously delivered by only 2 compliance officers and produced a Compliance and Enforcement Management Framework: "ALC's Approach to Ensuring Compliance" document that is available on the ALC's website and provides an overview of the Commission's compliance and enforcement functions and program.

The ALC has also initiated the implementation the Natural Resource Inspection System (NRIS) that tracks inspections and complaint (referral of violation) data related to alleged non-compliance. The

implementation of NRIS will provide the ALC with a tool for data capture and activity reporting, that will enables strategic planning of resources; and ensure consistency in undertaking and recording of inspections and complaints across the Province.

For more information on the operation and fiscal performance of the Agricultural Land Commission in 2016/2017 please refer the ALC's 2016-2017 Annual Report on the ALC's website.

# Appendix C: British Columbia Farm Industry Review Board

## Purpose of the Board:

The British Columbia Farm Industry Review Board (the Board) is an independent administrative tribunal that operates at arm's-length from government. As the regulatory tribunal responsible for the general supervision of BC regulated marketing boards and commissions, the Board provides oversight, policy direction and decisions to ensure orderly marketing and to protect the public interest. In its adjudicative capacities, the Board provides a less formal system than the court for resolving disputes in a timely and cost effective way. The Board consists of a part-time board of up to ten members and nine full time equivalent staff positions and is accountable to government for its administrative operations.

The Board's performance measures have changed in 2017/18 to 2019/20 Service Plan for streamlining and clarification purposes. The Board will be further reviewing its Service Plan measures in 2017/18 to determine if additional refinements are warranted.

The Board's statutorily mandated responsibilities are established in the *Natural Products Marketing (BC) Act*, the *Farm Practices Protection (Right to Farm) Act*, the *Prevention of Cruelty to Animals Act*, and are supported by the *Administrative Tribunals Act*. They include:

- supervising BC's regulated marketing boards and commissions;
- being a signatory to formal federal-provincial cooperation agreements in regulated marketing;
- hearing appeals of regulated marketing board and commission orders, decisions and determinations;
- hearing appeals related to certain animal custody and cost decisions of the BC Society for the Prevention of Cruelty to Animals;
- hearing farm practices complaints from persons disturbed by odour, noise, dust or other disturbances arising from agriculture or certain aquaculture operations; and,
- conducting farm practices studies.

The Board has adjudicative independence in its decision-making, and through its strategic plan and other documents, establishes goals, objectives, strategies and performance measures necessary to achieve its administrative role as a public sector agency, including cost-consciousness, accountability, appropriate compensation, service, respect and integrity as outlined in the Taxpayer Accountability Principles. The Board periodically reports to the Minister concerning its administrative mandate. Further information about the Board may be found at www.gov.bc.ca/bcfarmindustryreviewboard

# Goals, Objectives, Strategies and Performance Measures:

## Goal 1: A regulated marketing system with effective self-governance.

### Objective 1.1: The British Columbia Farm Industry Review Board and marketing boards and commissions practice good governance in their external and internal operations.

#### Strategies

- Ensuring that marketing boards and commission activities and decisions are administratively fair, comply with legislation/regulations, and accord with sound marketing policy.
- Requiring boards to give consideration to the government policy framework and the public interest.
- Providing supervisory intervention when necessary.
- Working to achieve priorities within budget while continuing to place importance on board and staff development and training.
- Collaborating with the Ministry of Agriculture to achieve the objectives of the Taxpayer Accountability Principles and initiatives set out in Government's Mandate Letter between the Minister of Agriculture and the Chair of BCFIRB.
- While preserving its independence as a tribunal, continuing to work to ensure effective relations with the Ministry of Agriculture, regulatory agencies at all levels, and stakeholders.

### Performance Measure 1: BCFIRB and the boards and commissions it supervises exercise appropriate governance and fiscal procedures in exercising their mandates, including operating within budget.

| Performance Measure | 2014/15 Actual | 2015/16 Actual | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|---|
| BCFIRB expenditures meet the annual budget target. | Met | Met | Expenditures are within budget | Expenditures are within budget | Expenditures are within budget |

#### Discussion

It is a responsibility of all provincial public sector organizations to operate under the Taxpayer Accountability Principles to strengthen accountability and promote cost control. While government recognizes BCFIRB's independence as an administrative tribunal in executing its statutory mandates, BCFIRB is accountable to the Minister concerning its budget and administrative mandate, focusing on cost-consciousness, accountability, appropriate compensation, service, respect and integrity as outlined in the Taxpayer Accountability Principles.

Use of appropriate governance and fiscal procedures demonstrates accountability for legislative authorities and supports good industry outcomes. BCFIRB will continue to work with the commodity boards and commissions in 2017/18 to implement best practices in governance and fiscal procedures, along with refinements to monitoring and public reporting. It is important to note that BCFIRB is not able to annually predict the workload and costs to manage the responsibility to hear appeals related to animal custody decisions, and farm practices complaints including the level of complexity of individual cases, which must be conducted independently and in accordance with the principles of administrative law.

Areas of focus will include updating election rules, publication of key governance documents such as annual reports, timeliness and publication of orders and decisions, transpararent and accountable financial management and relationship building and training.

### Performance Measure 2: Boards and commissions demonstrate that their programs, policies and decisions reflect legislative intent, sound marketing policy and consider the public interest.

| Performance Measure | 2014/15 Actual | 2015/16 Actual | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|---|
| Programs, policies and decisions reflect legislative intent, sound marketing policy and consider public interest. | Met | Met | All meet 2016/17 expectations | All meet 2017/18 expectations | All meet 2018/19 expectations |

### Discussion

A primary objective of regulated marketing and supply-managed industries is to maintain orderly marketing while protecting the public interest and strengthening social licence. BCFIRB, boards and commissions will continue to support the proactive management of factors needed to ensure a continuous supply of safe, high quality products to consumers, while actively growing to public expectations. Initiatives will continue in the areas of animal welfare, disease management, food safety, regional and new entrant opportunities and environmental sustainability.

## Goal 2: A principles-based, outcomes-oriented approach to regulation.

### Objective 2.1: The British Columbia Farm Industry Review Board and marketing boards and commissions use a principles-based approach to regulating.

### Strategies

- Working with boards and commissions to develop, adopt, and employ a principles-based approach to regulation.

- Requiring all British Columbia Farm Industry Review Board, marketing board and commission orders, decisions and determinations to be made available to the public, except where privacy legislation and policies apply.
- Promoting policies that reflect BC interests at both the federal and provincial levels.

**Performance Measure 3: The British Columbia Farm Industry Review Board and the boards and commissions it supervises demonstrate the application of the Strategic, Accountable, Fair, Effective, Transparent and Inclusive (SAFETI) principles in their programs, policies and decisions.**

| Performance Measure | 2014/15 Actual | 2015/16 Actual | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|---|
| BCFIRB & Boards and Commissions routinely apply SAFETI principles. | Met | Met | All meet 2016/17 expectations | All meet 2017/18 expectations | All meet 2018/19 expectations |

## Discussion

Experience has shown BCFIRB that prescriptive directions and rules on their own do not ensure effective self-regulation, decision-making, governance and supervision. BCFIRB continues to work with the commodity boards to transition to principles-based regulation, also known as "outcomes-based regulation".

A principles-based approach to supervision and regulation is intended to enable BCFIRB and the commodity boards to proactively respond to rapid industry change while taking government policy into account and ensuring the public interest is met and protected. BCFIRB defined six principles that are a lens to guide a principled approach to carrying out board mandates, including consultations, reviews, and the development of rationale for change. These six principles are collectively referred to as "SAFETI" principles - strategic, accountable, fair, effective, transparent and inclusive.

While detailed rules and directions will continue to exist to support orderly marketing and BCFIRB supervisory responsibilities, commodity boards will identify risks and opportunities and develop strategies to support orderly marketing for the benefit of the regulated agri-food sector and the public.

**Performance Measure 4: British Columbia Farm Industry Review Board orders, decisions, determinations, practices and procedures and other information are published. Marketing board and commission orders, decisions and determinations are published promptly after being made in order to preserve rights of appeal under the Natural Products Marketing (BC) Act.**

| Performance Measure | 2014/15 Actual | 2015/16 Actual | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|---|
| Orders, decisions & determinations are published promptly. | Met | Met | All meet 2016/17 expectations | All meet 2017/18 expectations | All meet 2018/19 expectations |

### Discussion

BCFIRB works with boards and commissions to ensure timely publication of orders, determinations, decisions and other information, to provide transparency and accountability to the regulated marketing system and to protect rights of appeal under the National Products Marketing Act, by those aggrieved by or dissatisfied with an order, decision or determination of a board. BCFIRB posts all of complaints and appeals decisions on the public website within several days following the decision, as required by BCFIRB Practice and Procedure Directives, as well as supervisory decisions posted in a similar timely fashion. BCFIRB also publishes all significant correspondence. This will continue to be a prirority of BCFIRB.

## Goal 3: Effective, fair and independent resolution of inquiries and disputes.

### Objective 3.1: Ensure issues and disputes arising within the British Columbia Farm Industry Review Board's jurisdiction are resolved in a fair and timely manner, including use of Alternative Dispute Resolution methods where appropriate.

### Strategies

- Using farm practices studies to help prevent and resolve farm practices disputes.
- Using supervisory processes to help prevent and resolve regulated marketing disputes.
- Using timely, fair and accessible processes to help resolve complaints (under the *Farm Practices Protection (Right to Farm) Act*), and appeals (under the *Natural Products Marketing (BC) Act*, *Prevention of Cruelty to Animals Act*

**Performance Measure 5: BCFIRB reports annually on time from filing to resolution, cost per case, and user experience for each of its appeals and complaints processes. Appeals and complaints to BCFIRB are routinely handled within usual time periods established in its Practice Directives.**

| Performance Measure | 2014/15 Actual | 2015/16 Actual | 2016/17 Target | 2017/18 Target | 2018/19 Target |
|---|---|---|---|---|---|
| Appeals and complaints are routinely handled within usual time periods established in its Practice Directives | 100% | 100% | 100% | 100% | 100% |

## Discussion

BCFIRB will continue to work in 2017/18 to resolve appeals and complaints under the Natural Products Marketing Act, the Prevention of Cruelty to Animals Act, and the Farm Practices Protection (Right to Farm) Act, within the timeframes set out in its Rules of Practice and Procedure. Cases can also be adjourned and resume at later points in time, referred to a BCFIRB supervisory review, settled through alternative dispute resolution (e.g., negotiated agreements), dismissed or withdrawn.

BCFIRB will undertake formal supervisory reviews as necessary in 2017/18 in order to strategically manage systemic industry issues that could otherwise result in large number of appeals or delays with little to no long-term benefit to industry or the associated value chain. Supervisory reviews support broad consultation and examination of inter-linking program and policy considerations leading to more beneficial outcomes for industry, and, by extension, the public. These reviews can prevent and resolve regulated marketing disputes.